WRITING A MATERIAL WEAKNESS

Of the following four photos, which depicts a weakness in management controls?

ATTACK AT KHOBAR TOWERS - JANUARY 1996

AIR FRANCE CONCORDE - JULY 2000

SOME REALLY CLEAN PLANES

ATTACK ON THE USS COLE - OCTOBER

If you said “all” you are correct.

Overview

- Identification of a material weakness.
- Material weakness format.
- Value-added.

Lack of Management Controls

What is a Material Weakness?

- Must include two conditions:
  - Involves a weakness in management controls (e.g. not in place, not being used, or inadequate.)
  - Warrants attention of the next higher echelon for action or awareness.

Determining Materiality

- Actual or potential loss of resources.
- Sensitivity/magnitude.
- Current or probable media or congressional interest.
- Unreliable information.

Determining Materiality

- Impaired mission accomplishment.
- Statutory violations.
- Information security impact.
- Public deprivation of Government services

Material Weakness Format

MATERIAL WEAKNESS FORMAT

UNCORRECTED MATERIAL WEAKNESS

LOCAL ID # USARC 97002

Title and Description of Material Weakness: Lack of Reserve Component (RC) Billets.

Traditionally, the RC occupies approximately 50,000 billeting spaces at various military installations. There are no current billeting replacement plans. Though short-term solutions may be found, this situation avails itself to a limited number of viable long-term solutions.

This situation also threatens the RC's ability to train and qualify soldiers. Any change to the current operating procedure involves some disruption and necessitates immediate coordination and action among all applicable echelons. Any change must ensure soldiers continue to receive the highest quality of training possible.

Material Weakness Format

Functional Category: Force Readiness.

Pace of Corrective Action:

Year Identified: FY 97

Original Targeted Correction Date: NA

Targeted Correction Date in Last Year's Report: FY 00

Current Target Date: FY 05.

Reason for Change in Date(s): Targeted correction date and FY 00 milestones slipped because military construction priorities not realigned to address billeting shortages caused by Engineer's IRP.

Material Weakness Format

Component/ Appropriation/Account Number: Army/OMA, OMAR.

Validation Process: The OACSIM Council of Colonels reviews MACOM demolition plans and Military Construction (MILCON) budgets to ensure identified facilities meet training mission.

Result Indicators: Billeting available during training for USAR soldiers at acceptable cost.

Source Identifying Weakness: FORSCOM, USARC, and RC units conducting training.

Material Weakness Format

Major Milestones in Corrective Action:

– Completed Milestones:

Date	Milestone
FY 97	The Chief of Staff, Army (CSA) recognized the IRP would drastically backfire on RC training. The OACSIM tried to determine RC support requirements and contracted a civilian company to perform the analysis.
2nd Qtr FY 99	Training data (when and where units train) was provided to OACSIM.
Sep 00	HQ FORSCOM submitted recommended changes to OACSIM.

B. Planned (FY)

C. Planned (Beyond)

Material Weakness Format

HQDA Functional Proponent Participating in

Corrective Action: DA DSCOPS (DAMO-IR); ACSIM (Plans and Operations); OCAR (Operations and Engineers); ARNG (Operations and Engineers)

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Tips for Writing a Material Weakness

- Describe in layman terms.
- Identify “risks” to the organization.
- What happens if not resolved – impact.
- Address “cause”, not only the “symptom.”

Tips for Writing a Material Weakness

- Verbal description = written description?
- Identify all “stakeholders.”
- Keep milestones brief and broad.
- Ask for an outside review.

Value-Added

- Ensure right individuals are focused on the right issues.
- Clearly identifies risk to organization.
- Helps promote timely correction.
- Ensures validation and closes the loop.

Weak Management Controls affect you everyday.

BE AWARE!
BE CAREFUL!